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UNITED STATES DEPARTMENT OF AGRICULTURE
Food Distribution Administration
Washington, D. C.

January 30, 1943

PERSONNEL DIVISION MEMORANDUM NO. 3

Supplement No. 1

To: Branch and Division Chiefs, Regional Administrators,
and all employees of FDA

From: Frederick C. McMillen, Chief, Personnel Division

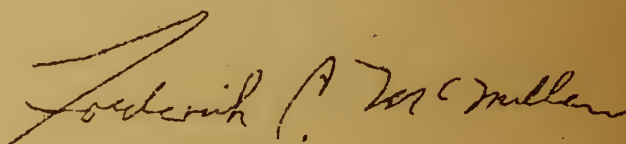
Subject: Promotion Policy

Everywhere in the Administration there has been much reorganization and, as we all know, there is still much turnover in personnel. It is essential that there be no misunderstanding anywhere regarding promotions and the manner in which they are effected. Of course, different positions require different types of people and no set of qualifications will fit every position which becomes available. An employee's capability, personality traits and his past performance of duties are factors which must be considered in connection with any promotion. The length of time an employee has been in the Federal Service and the length of time he has been on a particular job certainly should be considered. Naturally, these factors must be considered as a whole and applied with reasonable elasticity.

Promotions cannot be given solely on a supervisor's recommendation. The availability of funds, the expansion of other activities, the resignation or transfer of employees, the availability of other candidates for a position --- all must be considered by the administrative officials of the Administration, by the Personnel Division of the Administration, by the Personnel Office of the Office of the Secretary and by the Civil Service Commission. It is necessary that all supervisors keep these facts in mind when they are talking to employees about possible promotions, because the momentary good will earned by a supervisor on his promise of a promotion will be impaired by the subsequent loss of prestige and respect if the promotion does not go through. Consequently, it is a good idea for supervisors to be careful that they make clear to employees under their supervision that they can do no more than recommend a promotion. The actual promotion will be effected by others.

Every employee should realize that his supervisor is constantly considering him for promotion even though he has submitted no formal application. It probably has come to every employee's attention that some person, to his surprise, was packed up and moved to a definitely more responsible job. Someone knows what we are doing and the way we do our job now will probably determine whether we get a better job. With the present rapid turnover there is a tendency on everyone's part to think in terms of being promoted more quickly than was possible before the war. It is important to realize that we cannot expect a better job until we know our present one.

It is the wish of the Administration that each employee be placed in the position where his capacities will be best used and where he will be happiest. The fact remains, however, that we have a job to do and if our capacities can best be used in doing a job slightly distasteful to us we must not be too particular. Nevertheless, if an employee feels that he has been discriminated against or that his real capacities are being overlooked, he should feel perfectly free to discuss the matter with his supervisor, with his Administrative Officer or his Branch or Division leader and with the Personnel Division if he feels the need for further discussion. In the field service, an employee should talk to his supervisor first and then contact his Regional Personnel Officer.



Chief, Personnel Division